





Sept 11 was a watershed event for American health governance and the systems whereby we protect the population's health: a shakeup for the public health system.



- emergency response,
- environmental health,
- medical care,
- social welfare,
- mental health,
- public health,
- security,
- safety, and
- neighborhood development and urban planning.

Each Isolated Sphere Is Scarcely Aware of the Others.

- Much more collaboration, though inadequate in smaller systems.
- Virtual isolation at upper management level





- With Police Agencies: crime scene constraints.
- National security Agencies: Secrecy.
- Usually demand control.... but are usually happy to turn over public interface.
- Threats that are deliberate and may be compound (such as chem, rad and bio) or contain responder endangerment.

Coping with Unceasing Public attention

- Engaging and managing elected officials who frequently lack technical depth and fail to realize its importance, but who need to be at the fore.
- Making decisions very quickly. Communicating those decisions in a rapid, correct, and effective way neither over-reassuring nor panicking the population.



- Experienced and Trained Staff
- Command System (Pier 92) Rapid construction and functioning
- Emergency personnel (NYC well connected to national emergency responders
- Community support
- People worked extraordinarily hard



- Other than Emergency Responders, individual spheres were largely unaware of fellow agency missions and mandates.
- Lack of Pre-existing personal connections
 - Staff did not know each other beforehand
- Culture of agencies
 - Flexibility in Crises Varied enormously
 - Public health is new to security settings
 - Data sharing (Lack of Central Repository)
 - "Focus" as strength and liability



- Expertise: practice, training, recruiting, Skills,
- Personal Networks
- Communication Systems (PHIN)
- Prepared Content
- Functional Data Systems
- Culture

Organizational Population Flexibility

Our ability to focus as both a strength and a liability



- Not trivial
- Each is Valuable and Developed to adapt to Its own "Environment"
- Examples:

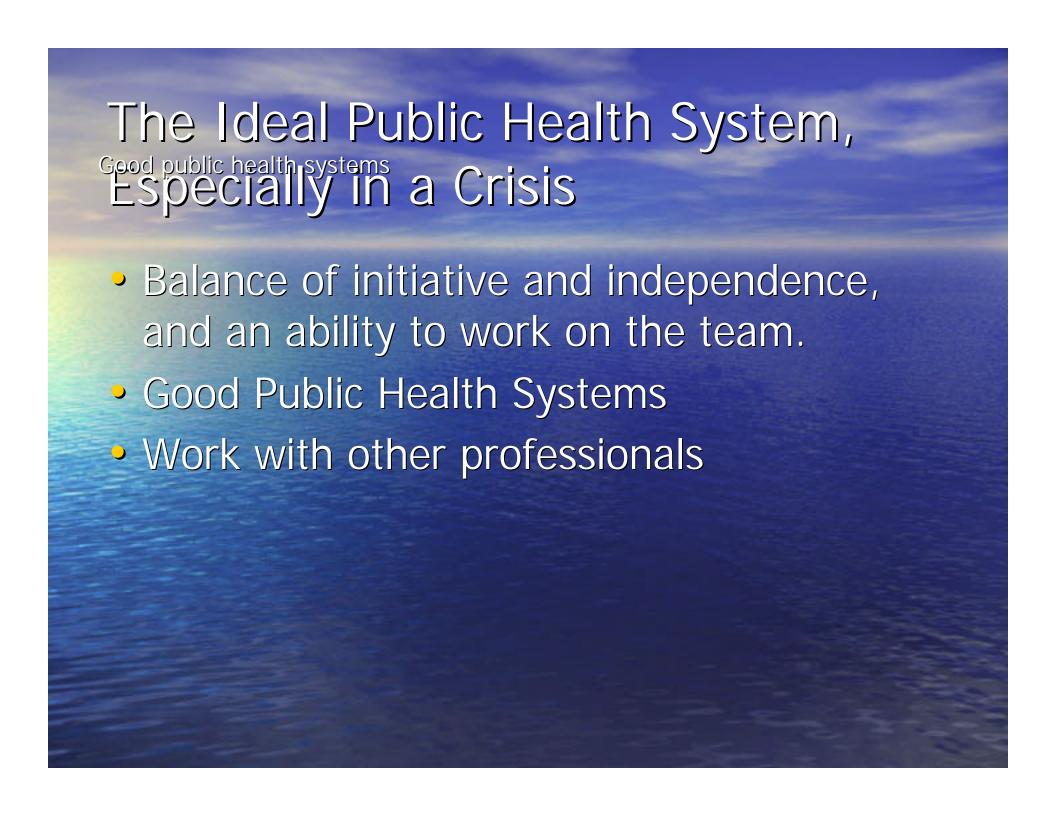
EPA

FBI

Public Health

Education

Planning





- What Generals and Football Coaches know.
- Get Great People: UC Strategy
- Respect
- Infrastructure.
- Big World, Need Networks



- Medfly
- Cancer Clusters:
 - Fallon
 - Marin Breast Cancer
- Biomonitoring
- Pesticides



- Children's Environmental Health
 - Lead Strategy Multi agency
 - Children's Cancer tracking
 - Longitudinal Cohort
 - Injury and Land Use
- Anthrax personnel swaps and dialogs
 - Assignments and IPAs.
- Birth Defect Prevention Act



